Tech LDP – UC Tech Awards Submission 2022

Submitter

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Campuses: UCSF, UCSF Health

Specified award category(ies): UC Collaboration Award

- **Name(s) of individual(s) being nominated**: UCSF Technology Leadership Development Program Steering Committee (Tech LDP graduation year listed for alumni)

Name, Role(s)	Alum Year	Dept, Org
Christina Bronsky, Co-chair		Clinical Systems, UCSF Health
Armanda Edwards-Newman, Co-chair	2018	IT, UCSF
Linda Branagan		Telehealth, UCSF Health
Reba Brindley	2016	IT, UCSF
Tom Chen, Culture & Engagement WG lead	2018	IT, UCSF Health
Susan Chim	2019	Health Informatics, UCSF Health
Thea Daniels	2019	Clinical Systems, UCSF Health
Erica DeMarco	2018	IT, UCSF
Brett Gerstenberger, Projects WG lead	2021	IT, UCSF
Rebecca Larson, Programs WG lead	2021	IT, UCSF
Sam Marcus		Clinical Systems, UCSF Health
Ed Martin		Center for Digital Health Innovation, UCSF
Jonathan Meyers		Clinical Systems, UCSF Health
Evelyn Narito	2021	Clinical Systems, UCSF Health
Alissa Porter		Clinical Systems, UCSF Health
Emma Sebastian	2021	IT, UCSF
Sandy Stall		IT, UCSF Health
Sara Tao	2018	IT, UCSF
John von Eichhorn		IT, UCSF Health
Winnie Wat	2016	Office of Clinical Research, UCSF
Kate Waits, Mentoring WG lead	2021	Clinical Systems, UCSF Health
Erik Wieland, Founder, Futures WG lead		IT, UCSF

The UCSF Technology Leadership Development Program (Tech LDP) is currently entering its fifth cycle. The Tech LDP is a year-long program that combines classroom learning with a one-to-one mentoring relationship to develop our technologist staff. Our goals are to foster a culture of collaboration across IT areas, tie the work we do to UCSF's mission, support our staff in making meaningful change, and nurture future leaders.

Each cycle, the committee selects a cohort of 20 from an ever-growing pool of applicants. The cohort is presented with monthly programs focused on professional skills and leadership development. Past professional skills areas have included Lean and A3 thinking, product management, public speaking, problem identification and resolution, effective listening, embracing and leveraging the strengths of a diverse workforce, effectively providing and receiving feedback, creating and leading effective teams, and effective situational communication. Our outstanding leadership speakers challenge our mentees to grow attributes like confidence, courage, self-awareness, flexibility, inclusivity, empathy, resourcefulness, and creativity.

Each member of the cohort matches with a mentor – a senior leader in a technology field. Mentors help their mentees learn about UCSF's technology enterprise and our connection to the mission,

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explore development and career opportunities, and provide support and encouragement. Finally, mentees work in a project team to solve a problem related to or with technology. These teams present their solutions to the leadership of the eligible departments at the end of the program. The teams' proposals have a very high adoption rate, and many program alumni go on to help implement their ideas.

The Tech LDP started in 2015 as a program for UCSF's central IT unit, which represented about 25% of the technologists at our campus. Rather than reinvent the wheel, we borrowed from other successful programs at UCSF like the Academic Business Officers Group (now Administrative Management Professionals) Mentorship Program (itself modeled on the UCSF Faculty Mentorship Program), the School of Medicine Leadership Development Program, and the Clinical Systems Leadership Development Program (CS LDP). When we pitched the program to IT leadership our CIO immediately saw the value and asked if we could make it available to everyone in a technology role. He had become UCSF's first combined CIO for campus and health a year earlier and was eager to find ways to bridge the gap between central and local IT units. We ended up starting small, focusing our experiment on IT with a cohort of 12 mentees. With our CIO's goal in mind, we immediately reached out to the UCSF Health Clinical Systems team to have one of their CS LDP graduates join our steering committee.

Since its inception the program has grown from one department (IT) with 336 eligible employees to fifteen departments with 643 eligible employees. The eligibility pool includes 354 people from UCSF Health and 248 from UCSF campus departments, representing more than 50% of the technologists at UCSF. We graduated 57 people in our first four cycles. To accommodate a larger eligibility pool, we have expanded our cohort to 20 participants per cycle.

Our steering committee members support this program through hundreds of hours of volunteer work. The committee is comprised of a mix of UCSF technology leaders who are passionate about development and engagement and alumni of the Tech LDP who want to give back to the community. Individuals serve on a completely voluntary basis and are required to participate in at least one of five workgroups that keep the program running – mentorship, programs, engagement, projects, and futures. Aside from running the current program, the committee spends significant time between cohorts reviewing feedback to improve and expand the impact of the program year-after-year. As the program has grown the committee has grown with it, from 12 members to over 20.

Our focus on continuous improvement helped us pivot when COVID-19 hit. During the pandemic we adopted a 100% remote format, which consequently leveled the playing field for our large number of remote workers. Our participants were hungry for connection and growth, so we put extra effort into reinforcing the mentees' connections with their mentors and each other and being more purposeful about the program's progression and lessons. We also went from teaching concepts like implicit bias and microaggressions to embedding DEIA into every aspect of the program, from professional skills to leadership journeys to the way we select our cohort.

We doubled down on the program's focus on Lean and A3 thinking and added product management to help our participants deliver successful project proposals. Collecting feedback on the program has always happened, but we made sure we categorized and acted on the feedback more quickly to improve the program while it was in flight. Our mentee steering committee member, a feature of the program from the beginning, was a fierce advocate for making the program better every month, not just every cycle. We're transforming the program itself into a product, with clear objectives and key results, roadmaps, and results shared with our community.

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Recruiting new members, particularly alumni, to serve on the program's steering committee has given us a constant source of new energy and new ideas. We select new leads for our working groups each year and encourage the new members to lead as soon as possible. They benefit from the continuity the previous leadership provides while pushing us in new directions. This diversity of ideas and perspectives helps the program avoid stagnation and continue to evolve.

UCSF is now undergoing a massive refocusing and reframing of IT services. This new IT operating model focuses on directly supporting UCSF's mission areas, leveraging shared technology services for improved compliance and efficiency, and partnering with the business to define priorities and drive innovation. Supporting the new IT operating model dovetails with our goal of making the program available to the entire IT enterprise, and we look forward to welcoming UCSF's ~1200 technologists to apply.